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# A Force Management Update

A Quarterly Newsletter of the Army Force Management School

15 July 2005

## CHANGES IN THE ODD (OFF BUDGET) FISCAL YEAR PROGRAM AND BUDGET REVIEW

On May 12, 2005 the Office of the Secretary of Defense (OSD) issued the Procedures and Schedule for the FY 2007-2011 Integrated Program and Budget Review. These fiscal year review instructions continue on the path established in 2003 when submission of the odd year Program Objective Memorandum (POM) was replaced with program change proposals (PCP) and budget change proposals (BCP). OSD continues to drive the Planning, Programming, Budgeting, and Execution (PPBE) process toward a truly biennial cycle by permitting only minimal changes to the program and budget developed in even fiscal years.

After reminding all concerned that President's Budget (PB) 06 and the Future Years Defense Program (FYDP) 2006-2011 reflect the priorities and goals of the Secretary of Defense (SecDef), the instructions state that the 2005 program and budget review will permit only three avenues for change to that baseline established in 2004. The first of these instruments for change, and apparently the primary one, is the in progress 2005 QDR. Issues developed in the QDR will be rendered to the Senior Leader Review Group (SLRG) and their decision will be announced in Program Decision Memorandum (PDM) format. The second device established to effectuate change is identified as Fact-of-Life Changes/BES (Budget Estimate Submissions). Price adjustments and congressional direction are given as examples of these types of unavoidable changes. Prior to submitting fact-of-life changes, DoD components must submit a new document entitled Fact-of-Life Notification Memorandum to both the Under Secretary of Defense (Comptroller) (USD(C)) and the OSD Director, Program Analysis and Evaluation (D, PA&E) describing the changes and explaining the budget and program consequences as a result of implementing them. The format for the notification memorandum is provided in Appendix B of the memorandum. Utilizing criteria set forth in Appendix A of the memorandum, OSD will review the change submissions for conformance with DoD guidance and acceptability. Approved changes require subsequent submission of appropriate BES data. Components are given the discretion to resubmit rejected fact-of-life changes as Change Proposals (CPs)

Change Proposals are the third, and final, option for introducing changes to the 2004 established baseline and are to be submitted simultaneously, but separately, with Fact-of-Life Changes/BES. CP submissions are restricted to Military Department Secretaries, the Chairman of the Joint Chiefs of Staff, the Under Secretaries of Defense, the Assistant Secretary of Defense for Network Information and Integration, the Director of Operational Test and Evaluation, and the Commander, U.S. Special Operations Command. The other eight Combatant Commanders are to submit CPs to their respective Executive Agents for action with information copies to the Joint Staff. Defense Agencies submit CPs through their Principal Staff Assistants. As with the notification memorandum, a specific format for CPs is provided and is located in Appendix C of the memorandum. A CP submission must state why the issue was not presented for QDR consideration, why the issue must be resolved now and cannot be postponed to the next even year cycle (2008-2013 program/budget cycle), and must propose an explicit, distinct bill payer(s) that conforms to SecDef guidance, is in accord with baseline decisions, and completely counterbalances the change submitted.

CPs will be reviewed by USD(C) and OSD D, PA&E for congruence with guidance and the appropriateness of the proposed bill payer. Acceptable and fully analyzed CPs will be presented to the SecDef and the SLRG for decision and the outcomes will be announced in PDMs or Program Budget Decisions (PBDs).

Appendix A of the memorandum contains review ground rules, the review schedule, and additional guidance concerning the BES and CP submission process. Noteworthy among the rules is the restriction on the BES submission to approved fact-of-life changes only and the direction to minimize the number of program changes. The schedule indicates that Fact-of-Life Notification Memoranda are due August 1, 2005 and CPs are due September 6, 2005. As mentioned earlier, Appendices B and C contain the formats for the Fact-of-Life Notification Memorandum and CPs respectively.

-- John Walsh

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## **ARMY FORCE MANAGEMENT MODEL CHANGES**

Several process decisions have changed the **ARMY FORCE MANAGEMENT MODEL PRIMER** located on our web site. The primer is being updated and will be available on the web site before the end of July 2005.

1. The Defense Strategy no longer requires a "Strategic Reserve".
  - a. The TAA Process graphic has been modified to reflect this change.
  - b. The TAA Simultaneity Stack and Match Criteria graphic have been appropriately modified.
2. In the future it is projected that "Army Guidance" to the process will include a new decision forum/process called ARFORGEN (Army Force Generation). Army leadership made a decision in early July 2005 to bring this process/forum on line to manage readiness and availability of forces, resource priorities based on rotation sequences and maneuver idle equipment to needed locations to maximize employment and readiness. AFMS instruction includes some basic instruction on ARFORGEN.
  - a. Although an evolving process, it is anticipated that the Army Force Generation Model (ARFORGEN) will potentially impact all other Army processes (i.e.; the FIFAs – Structuring, Manning, Equipping Training, Sustaining, Funding, Deploying, Stationing, and Readiness) and prioritization of those processes, the combat support / combat service support force mix (number of organizations by standard requirements code [SRC]), component force structure determination, funding, roles and missions.
  - b. The initial ARFORGEN products will be compared to TAA 8-13 results. The comparison will identify the delta between the "simultaneity stack" and the ARFORGEN requirements. When ARFORGEN force structure requirements exceed TAA 08-13 resourced levels, courses of action will be developed to mitigate the capabilities gap (bill payers) or identify the recognized shortfall and associated "risks" associated with force structure mix.
  - c. In the future, ARFORGEN will be included as "guidance". Like the TAP, the Army Campaign Plan (ACP), the Army Game Plan and other previous leadership decisions, approved restructure initiatives and other outside influences (such as QDR), ARFORGEN decisions must be considered during the TAA process. Whether ARFORGEN will be included in the Army Force Management Model remains to be determined.
3. Future updates to the Army Force Management Model Primer will include new or modified process changes as the Modular Force Structure matures. Included in the update will be appropriate changes to examples and graphics where required.

-- Jim Camp

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# **Army Knowledge Online Newsletter, Issue #4**

June 2005

## **AKO Updates & New Features**

One of the top priorities for the AKO Team is to make AKO easy to use. We heard great feedback on the new version of the left navigation bar, released at the end of May, and we have several other exciting changes planned for the summer. The team has also been traveling across the country - from California, to Indiana, to Ft. Drum, to Ft. Leavenworth - to teach unit and family readiness group leaders how to create homepages on AKO in just a few clicks. Keep reading for more details!

### **\* Survey! AKO Email - Spam & Viruses**

The AKO Team recently upgraded AKO's email software to provide you with better protection from Spam and viruses. Please [click here](#) to take a quick, five-minute survey that will help us evaluate the success of this upgrade. We appreciate your participation and will report the results in the next edition of the AKO Newsletter.

### **\* Survey! Common Access Card (CAC) Availability**

Are you Active Army, Army Reserve, National Guard, or a DA Civilian? If so, the AKO Team wants you to tell us about the availability of Common Access Cards (CACs) and CAC readers. Please [click here](#) to take this 3-4 minute survey on CAC availability. Thank you for your participation!

### **\*Don't Forget - Use AKO for Your Army-Wide Announcements (*available now*)**

Does your organization need to communicate with the entire Army? Featuring your announcement on the homepage of AKO will allow you to reach nearly 500,000 users in one week! Just send the announcement (300-character limit), URL (example: [www.us.army.mil](http://www.us.army.mil)), and link text (example: AKO) to [ako.announcements@us.army.mil](mailto:ako.announcements@us.army.mil).

### **\* How to Create a Unit or FRG Homepage on AKO (*available now*)**

First, a big thank-you to the 88th RRC for inviting AKO to visit a few weeks ago. We had a great time teaching unit and family readiness group (FRG) leaders how to create a homepage for their groups in AKO. It's quick and easy - all you have to do is:

- Login to AKO
- Click "Create AKO Content" in the left bar
- Choose to "Create a Site"
- Choose to create an "Online Community" (low security) or a "Virtual Team" (high security)

Then, just follow the prompts. And that's it! When you've finished walking through the wizard, you will have a brand-new homepage, group, and knowledge center (for storing documents). You can add important links, post pictures, and create a useful and informative homepage for your group or team.

### **\* Verified Family Member Accounts (*available now*)**

Full account holders have always been able to sponsor their family members for AKO guest accounts - it's a great service that extends the power of AKO to all members of the Army Family. To increase security, AKO is now encouraging family members who have not yet registered for an AKO account to sign up for a verified guest account. If you are a full account holder and would like to sponsor a family member for an AKO account, please ask your family

member to register for the account called "Family Member Enrolled in DEERS." In the near future, AKO will also invite existing family member accounts to upgrade to verified accounts - please stay tuned for more details.  
>> To learn more about different kinds of guest accounts, please see the [AKO Account Policy](#).

**\* AKO's New Left Navigation Bar (*released 21 MAY*)**

The new version of the left navigation bar makes it easy to search for information and to bookmark your favorite pages and files. All of the search options (including searching for people in the AKO white pages) are available in the left navigation bar on every page. Your favorites are also available in the left bar, which means you can get to your favorite pages in just one click.

>>**Tip:** To add a page to your list of favorites, go to the page and click on the "Bookmark" button.

**\* AKO Interface Enhancements (*coming soon!*)**

AKO has big plans for the summer! At the end of June, you will see a new "Site Map" tab that will make it easier to browse to AKO pages on a variety of topics. You will also notice enhancements in the "My Workspace" area, which will be redesigned to put as much information as possible at your fingertips. And in July, you won't want to miss the opportunity to create your biography page. When friends and co-workers search for you in AKO white pages, they will also be able to click straight to your biography page to learn more about you. We will announce all of these exciting changes as soon as they are released, so please stay tuned!

**\* AKO Email Policy (*new release*)**

AKO is the de-facto mail hub for the US Army, processing over 2.5 million messages a day. Did you ever wonder what the rules are for the use of AKO email? Well, wonder no more: AKO's new [Email Policy](#) tells you everything you need to know about using AKO mail.

>>**Tip:** Did you know that all email and email attachments are unencrypted unless you specifically encrypt them? That means that the best way to transmit sensitive but unclassified or FOUO data is through AKO Files. To learn more, [click here to take the AKO Files Tutorial](#).

-- The AKO Team

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## **The Army Flow Model's Suite of Functional Models**

- **SSC LogSpt** calculates the CSS elements required (by SRC) to support combat, combat support and other CSS forces conducting SSC operations based on CA/CS unit type and environment.

*Deployed to G3 (FM)—used to build/validate MTOF's*

- **The Resource Allocation Model (RAM)** matches available units (UIC) to requirements (SRC 9) of the TAA Simultaneity Stack.

*Deployed to G3 (FM)—used in TAA & modularity studies*

- **The Unit Rotation Assessment Model (URAM)** matches available and suitable units to a set of requirements over time to create a rotation plan, creating units as needed to fill unsatisfied requirements. The user sets a variety of selection criteria: tour lengths, dwell time, match criteria, post-deployment stand-down periods etc.

*Deployed to G3 (FM)—used in TAA, AEFP builds, modularity studies*

• **Total Army Equipment Distribution Program Model (TAEDP)** projects equipment distribution/redistribution for up to 10 years. The model considers initial equipment posture, projected equipment procurements, changing force structure and distribution/redistribution policies/decisions.

*Operated by the AFM, Data deployed to support G4, G3, G8*

• **Generating Force (GenForce)** is a transactional system that provides the ability to validate TDA (TYPKO 2 & 3) requirements and authorizations, store the results in a central database available to authorized users over AKO and generate output in a Schedule 8 format report.

*Deployed to G3 (FM)—used in TAA*

• **Executive Views** provide an executive level assessment of programmed equipment resourcing sufficiency by groupings (not just individual UIC):

- ERATE: AEC/FCB category with EquipFor data
- MRATE: Mission Area with full TAEDP data

*Data Deployed on AFM Webpages*

• **Priority Builder** provides the capability to build and prioritize mission groups and link units (UICs) to their highest priority based on warfight and rotation requirements.

*Operational In-house capability - NOT Deployed*

• **EquipFor** is an unclassified, web based system that allows the Synchronization Staff Officer (SSO) to specify the distribution and redistribution of equipment and save versions of distribution plans. It also allows editing of distribution, procurement and delivery quantities through the Extended Planning Period (EPP). It provides the capability of producing tailored reports and queries.

*Deployed to G8 –Data entry (DOM & DOI), users build/validate equipping plans; Feeds G3 SACS (FS updates), AMC's TAFS, ERPS, & MIRV*

**Scope** – EquipFor encompasses the equipment requirements for HQDA LIN (~1,000) for the total Army (COMPO 1, 2, 3 and 6). It extends across the POM for distribution and captures delivery and procurement quantities across the EPP.

**Operational Concept** – EquipFor data is accessible in a **read only** mode through the NIPRNET by anyone with an Army Knowledge Online (AKO) user ID. Edit authority is limited to the assigned SSO (as specified in the HQDA LIN list file) or designated surrogates.

*-- Joe Albert*

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## **FA 50 TRAINING**

Students in the FY2005 Functional Area (FA) 50 course will train at AFMS during the period 8 August to 21 October 2005. Currently, sixteen personnel have been selected for attendance (AC: 11, USAR: 1, ARNG 2, DAC 2). This course will focus students in current force management policies, procedures, processes and systems to prepares them to perform force management functions at all command levels throughout the Army. Program is designed for Captains through Lieutenant Colonel designated as FA 50, as well as their civilian counterparts in CP26 and who will be involved in the entire spectrum of force management, force integration, requirements generation, and material acquisition processes, and in the planning, programming, budgeting system at Major Army Commands (MACOMs) or at Headquarters, Department of the Army (HQDA). Training addresses these processes and the allocations of resources to accomplish Army functions and missions. Lecture conferences, guided discussions, case studies, workshops, practical exercises, seminars, guest speakers, evaluations and critiques is how in-

struction is accomplished. A visit to Congress and a trip to TRADOC futures Center, HQ JFCOM and CASCOM are planned. The ARSTAF proponent is G-8.

-- *Jim Waters*